

DEPARTMENT OF TRANSPORTATION - District 4 Toll Bridge Program

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May 23, 2007

Contract No. 04-0120F4
04-SF-80-13.2 / 13.9
Self-Anchored Suspension Bridge
Letter No. 05.03.01-000262

Michael Flowers
Project Executive
American Bridge/Fluor Enterprises, a JV
375 Burma Road
Oakland, CA 94607

Dear Michael Flowers,

Project Schedule Issues and Concerns

The importance of appropriate scheduling management controls for this complex signature project cannot be overemphasized. From the Department's standpoint, it is essential for both the subject project as well as for coordination and interfacing with other projects within the SFOBB East Span corridor. For the Contractor, it is evident that such controls provide project management means for efficient planning and execution of the contract. Scheduling tools permit timely tracking, forecasting and mitigation of potential delays. These are key reasons that the contract requires a monthly contemporaneous schedule submittal.

The project has entering its second year of construction and, only recently on March 29, 2007, was a suitable Baseline Schedule accepted. The process of providing monthly updates is ongoing, but it is unclear when a current schedule will be provided. Although, we appreciate the extensive effort necessary to mobilize, organize and start-up the project, the Department is greatly concerned that ABF has not developed suitable schedule management tools that demonstrate its current means and methods of performing the complete construction of the project. At a minimum, these tools should include a current Project Schedule Update and a Rolling 4-Week Schedule that includes all aspects of the contract. At this time, the tools to measure meaningful current project status, forecast future plans, or to analyze and implement potential mitigation measures have not been provided as required by the contract.

The Department has been verbally informed in various venues that progress of the work is approximately two to four months behind schedule for a variety of reasons. With this in mind, the Department would like to convey the following concerns related to the lack of vital schedule information, which is substantially past due, as required by the contract:

- **Realistic method of tracking submittals:** Planned submittal sequence by area, i.e., lifts, as indicated in current accelerated working drawing schedules, has been replaced in many cases by typical or standard detail packages. It is understood the revised approach has advantages over that originally contemplated approach. However, in order to be useful, this revised submittal plan needs to be incorporated into the project schedule with a schedule revision. An accelerated working drawing schedule representative of ABF's actual approach has yet to be submitted.
- **Steel Fabrication Progress:** Contractor representatives have stated that the major steel fabricator, ZPMC, is approximately three months behind schedule due to the process of establishing qualified facilities, equipment, procedures and personnel. The Contractor has indicated that ZPMC will recover their fabrication schedule and satisfy the established milestones. However, the lack of a contemporaneous schedule and a recovery plan leaves the Department with no basis to have confidence in such a recovery plan.
- **ZPMC sequence of pre-fabrication requirements:** ABF and Caltrans have mutually agreed to the necessary sequence of pre-fabrication requirements, i.e., "the road to fabrication." A revision to the Project Schedule needs to be submitted incorporating the agreed sequence and logic.
- **ZPMC Fabrication Schedule:** The latest available schedule from ABF's steel fabricator, ZPMC, is dated July 17, 2006. ABF has indicated an updated ZPMC fabrication schedule will not be available until the end of 2007. This is unacceptable. It is the Department's understanding that ZPMC will begin fabrication in late summer of 2007, many months before ABF indicates an updated schedule will be available. Steel fabrication at ZPMC has been identified as the highest risk to the project and highest risk to the project schedule. It is very disconcerting that ABF is unwilling or unable to provide updated prefabrication and fabrication schedule. Please provide an accurate pre-fabrication and fabrication schedule update immediately as this is a crucial component of the schedule.
- **Shear Leg Barge Construction:** It is understood there are certain delays impacting the fabrication, assembly and commissioning of the shear leg barge crane. This is of concern as the shear leg barge crane has been identified as the project's critical path. Please provide an updated schedule of the shear leg fabrication, assembly, and commissioning process.
- **Temporary Tower Design and Fabrication:** Initial design submittals for the temporary towers have recently been provided to the Department. Since Temporary Tower Design and Fabrication is shown on the baseline schedule as a near critical activity, and it is understood the schedule has changed, please provide an updated Temporary Tower Design, Fabrication and Construction schedule reflecting changes to the schedule.

- **RFI affects:** ABF has indicted that the RFI process is one of several delay factors. The lack of a contemporaneous schedule precludes the Department ABF from identifying critical RFIs and working drawings, and mitigating potential impacts to submittal activities.

The Department's concerns should be apparent in light of the above CPM Schedule non-performance issues and the resulting inability of both parties to manage the schedule. Indeed, the CPM Scheduling requirements of the contract are in place to avoid these very concerns from becoming reality.

The lack of forthright, contemporaneous, scheduling tools, as required by the contract, have rendered the Department unable to take appropriate action to manage, act, and/or mitigate schedule issues. The Department respectfully requests your immediate attention to address the above concerns.

Sincerely,

<<< ORIGINAL SIGNED >>>

GARY PURSELL
Resident Engineer

cc: Bill Shedd
file: 05.03.01